



Capital Improvement Program Description

The Town Manager is responsible for submitting a five-year capital planning program for all departments to the Board of Selectmen, Finance Committee and ultimately the Town Meeting each year. A Capital Planning Committee was created in 1986 to advise and make recommendations to the Town Manager regarding the capital plan. The Capital Planning Committee (CPC) comprises 9 members who meet between the months of September and December to review the requested capital items by all departments, boards, and committees and develop a recommended budget and plan to the Town Manager. The members include 5 members of the public, the Comptroller, the Treasurer/ Collector, the Superintendent, or his representative and the Town Manager, or his representative. Annually the first year of the Capital Plan is submitted to the Town Meeting as the Capital Budget for appropriation. The Five Year Capital Plan is reviewed and revised each year to make changes in priorities and to add an additional year to the planning process.

The goal of the Capital Planning Program is to provide a means of planning for the maintenance and/or improvement of the capital assets and infrastructure of the Town of Arlington. The maintenance of the infrastructure and the capital assets of the Town is of vital importance to the delivery of the quality services for which the Town has been known. The following are the objectives :

- to review, plan, and coordinate capital improvements so as to promote a systematic, organized replacement and acquisition schedule
- to insure that, given limited resources, the capital needs of the community are met
- to present a sound financial package so as to stabilize and level out the debt of the Town. It should assure timely planning for the most economical method of financing capital improvements
- to insure wider community participation in the planning of projects and to reduce the pressure to fund a project which may not present as great a need as another project
- to promote a more effective administration and coordination of capital projects to reduce scheduling problems, and conflicting or overlapping projects not only among local departments but also among other local and state agencies and private enterprises such as the gas and electric companies.

• In reviewing the requests of the operating departments, the committee uses the following criteria for evaluation:

1. Imminent threat to the **health** and safety of citizens/property.
2. **Preservation** of operations/necessary expenditure. This does not include ordinary maintenance but rather maintaining a current service level through improvement of a capital asset. These may be major expenditures that will avoid costly replacement in the future.
3. Requirement of State or Federal **Law**/regulation.
4. Improvement of **infrastructure**.
5. Improvement of **productivity**.
6. **Alleviation** of an overtaxed/overburdened situation.

The relationship of the project to other town projects and needs are also be considered in the review and prioritization.

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**Capital Improvement Program Description (*continued*)****The Capital Planning Process:**

The CPC receives capital budget requests from Department Heads and begins to meet and review requests in early October. The CPC members look at the Town's overall financial situation and, within this larger context, each department's request is compared to the request and the recommendation from the prior year and to the five-year capital plan for that department. The members also tend to ask if this request reflects an interdepartmental planning effort, if the department has considered other sources of funding or if the department has undertaken any kind of cost/benefit analysis. CPC members like to see evidence of longer term planning for departmental needs, of planning for maintenance expenses and of interdepartmental cooperation. Priorities that emerge suddenly in one year with no reference in prior year requests tend to be more heavily scrutinized.

Information technology requests are expected to have passed through the master planning process coordinated and updated through the Information Technology Advisory Committee (ITAC). The ITAC maintains a 5 year plan for IT expenses including phones, wireless, computer systems replacement, GIS, etc.

Increasingly, the CPC looks for evidence of long term interdepartmental planning around expenditures for buildings, playgrounds, parks and fields. Vehicles and copiers are common requests and the CPC is interested in coordinated purchasing programs for these items.

The capital budget is prepared from a town wide perspective. There is no assumption of a budget quota for individual departments. CPC members look at the history of spending patterns for each department. Departments that have requested and received more money than actually required tend to be more heavily scrutinized.

The CPC members each specialize in two or three departments and meet with those department heads during the Fall. The intent of these meetings is to enable the CPC to get a fuller understanding of the current and long-term needs of the department, and the process used to determine these needs. The results of these meetings are reported back to the whole CPC and are often discussed by the group.

The CPC converts the data requests to a "Microsoft Access" spreadsheet and reviews the requests in relation to their priorities, their urgency, their cost, etc. The sum of money available to fund the Town's Capital program is approximately five (5) percent of the total revenue. This sum includes the debt service from prior years. Historically the CPC has received requests far exceeding this sum. Thus very difficult decisions must be made as to what projects receive funding in any given year. After considerable review, the CPC recommends a capital budget for the Town, based on advice from the Finance Committee and others about what the Town can afford. The recommendations are submitted to the Town Manager.

The Capital Budget for FY 2009 and the Capital Plan for FY 2009—2013 are presented on the following pages. The terms "Bonds", "Cash" and "Other" are used to describe the sources of funding for the capital budget and plan. "Cash" refers to those expenditures that are paid for in their entirety in the next fiscal year directly from the general fund. "Bonds" refers to those expenditures that are acquired through borrowing, the payments for which may or may not affect the next fiscal year, but in any event are paid for over an extended period of time, usually three to twenty years. Those extended payments include both principal and interest, usually referred to as "debt service". "Other" refers to those expenditures that are financed from sources that do not arise directly from the Town's tax levy; these sources may be state or federal grants, user fees, private donations, trust funds and other non-tax sources.

**Capital Budget FY 2009 and Capital Plan FY 2009—2013**

The Town's capital improvements program policies call for the allocation of approximately 5% of the general fund revenues to the capital budget. This is exclusive of dedicated funding sources such as enterprise funds, grants, and proposition 2 ½ debt exclusion projects.

For FY 2009 funding for the capital budget is as follows:

| | |
|-----------|-------------|
| Bonding - | \$3,875,734 |
| Cash - | 856,000 |
| Other - | 3,516,300 |

Our existing non-exempt debt is \$4,488,200. The additional new non-exempt debt service is estimated at \$96,662. The total capital budget for FY2009, including debt, is estimated at \$8,308,980.

Major projects to be funded in FY2009 include \$925,000 for a Quint fire apparatus which will replace both an engine and a ladder, \$370,000 for plans and design of the Central Fire Station, \$240,800 for other public safety vehicles and equipment, \$280,000 for public works vehicles and equipment, \$1,369,800 for building improvements, including \$370,000 for school buildings, \$233,000 for the Gibbs School, and \$335,000 for the Public Works Garage, \$1,200,000 for roads, sidewalks, and culvert, \$470,000 for park renovations including \$365,000 for Summer Street Playground and \$95,000 for Thorndike Field parking expansion, and \$312,650 for town and school technology software and hardware. Also included from the water and sewer enterprise fund is \$1,350,000 for water system rehabilitation and \$950,000 for sewer system rehabilitation including lift station upgrades.

Major capital expenditures in our 5-year plan include the fire station renovations, public safety building renovations, a commitment to upgrade our rink including replacement of the rink floor and boards and maintenance of our public buildings, facilities and infrastructure. The Veterans' Memorial Rink, which the Town leases from the State, is thirty-six years old and in need of significant renovations. Over the next year, I will be working with the Park and Recreation Commission, Recreation Director, State, and private groups with a goal to come up with a plan that will provide for a fully renovated facility that will operate on a sound financial footing, at little, if any, cost to the Town.

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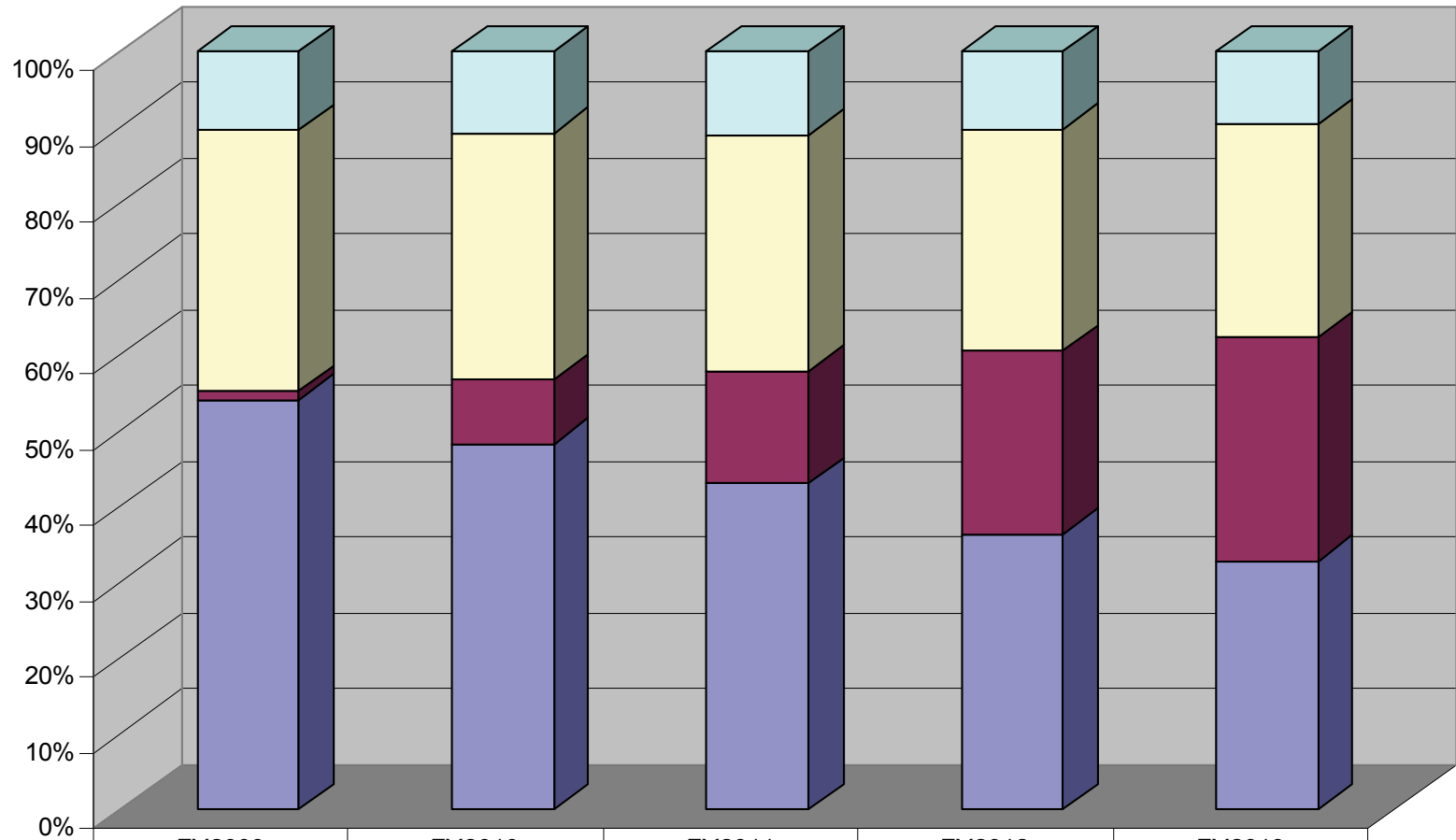
**School Construction**

The capital plan provides \$150,000 and \$120,000 per year for repairs to the Thompson and Stratton Schools respectively. These funds are intended to keep the schools going until we receive further clarification from the State MSBA as to the prospect of State funding for the renovation or rebuild of the schools. Over the next year, we hope to know the State's plans and can then develop long-range comprehensive renovation plans for the schools with or without the State.

It is clear at this point that the State will not fund any significant project for Stratton School. Consequently Stratton plans will have to be developed and funded by the Town without any involvement from the State. Thompson was selected by the State as one of 162 projects, out of 423 projects, that warranted further review. The 162 projects were divided into three categories: feasibility study invitation, project scope invitation, and planning. While Thompson was not selected for the first two categories (the most favorable categories), it was selected for the "planning" category which is nonetheless a positive indication that the project merits further review. The MSBA states that the "planning" category means that the "statement of interest submitted by the school district identified issues that may warrant action by MSBA, but were not clearly stated in the SOI or evident upon MSBA diagnostic investigations. Additional information from the district and/or further investigations by the MSBA may be required to establish the extent of the problem and identify the potential solution path, if needed. The next step is for the MSBA and the Town to meet to begin the process of understanding the issues within the school facilities and what the best plan of action is moving forward."



Capital Plan Appropriation



| | FY2009 | FY2010 | FY2011 | FY2012 | FY2013 |
|----------------------------|-----------|-----------|-----------|-----------|-----------|
| ■ Cash | 856,000 | 907,800 | 943,477 | 906,700 | 845,900 |
| ■ Exempt Debt | 2,868,121 | 2,772,490 | 2,690,932 | 2,600,179 | 2,503,715 |
| ■ New Non-exempt Debt | 96,662 | 716,176 | 1,280,139 | 2,144,454 | 2,618,575 |
| ■ Existing Non-Exempt Debt | 4,488,200 | 4,093,488 | 3,719,282 | 3,216,085 | 2,905,251 |



Capital Budget Fiscal Year 2009

| | | | FUNDING SOURCE | | | |
|---|----------------------------|-------------------------------------|--------------------|------------------|-------|--------------------|
| DEPARTMENT | PROGRAM | EXPENDITURE | BOND | CASH | OTHER | Grand Total |
| BOARD OF ASSESSORS | PHOTOCOPIER PROGRAM | Photocopier lease | | \$5,000 | | \$5,000 |
| BOARD OF ASSESSORS Total | | | | \$5,000 | | \$5,000 |
| BOARD OF SELECTMEN | PHOTOCOPIER PROGRAM | Photocopier lease | | \$6,000 | | \$6,000 |
| BOARD OF SELECTMEN Total | | | | \$6,000 | | \$6,000 |
| COMMUNITY SAFETY - FIRE SERVICES | DEPARTMENTAL PROJECT | Protective Gear Replacement | \$45,000 | | | \$45,000 |
| | EQUIPMENT REPLACEMENT | Replace nozzles, hoses, tools | | \$14,000 | | \$14,000 |
| | INFRASTRUCTURE IMPROVEMENT | Building Repairs | \$15,000 | | | \$15,000 |
| | | Fire Station Plan - Central Station | \$370,000 | | | \$370,000 |
| | VEHICLE REPLACEMENT | Quint- replace ladder 2 & engine 3 | \$925,000 | | | \$925,000 |
| COMMUNITY SAFETY - FIRE SERVICES Total | | | \$1,355,000 | \$14,000 | | \$1,369,000 |
| COMMUNITY SAFETY - POLICE SERVICES | DEPARTMENTAL PROJECT | Laser Radar | | \$3,500 | | \$3,500 |
| | | Parking Ticket Trak Machines | | \$13,800 | | \$13,800 |
| | EQUIPMENT REPLACEMENT | Bullet Proof Vest Program | | \$15,000 | | \$15,000 |
| | PHOTOCOPIER PROGRAM | Photocopier | | \$4,500 | | \$4,500 |
| | VEHICLE REPLACEMENT | Vehicle Replacement Program | | \$130,000 | | \$130,000 |
| COMMUNITY SAFETY - POLICE SERVICES Total | | | | \$166,800 | | \$166,800 |
| FINANCING | DEPARTMENTAL PROJECT | Cost of Financing | \$30,000 | | | \$30,000 |
| FINANCING Total | | | \$30,000 | | | \$30,000 |
| HEALTH & HUMAN SERVICES | INFRASTRUCTURE IMPROVEMENT | Refurbish office | \$30,000 | | | \$30,000 |
| HEALTH & HUMAN SERVICES Total | | | \$30,000 | | | \$30,000 |



Capital Budget Fiscal Year 2009 (continued)

| | | | FUNDING SOURCE | | | |
|-----------------------------------|-----------------------------|---|----------------|----------|-------|-------------|
| DEPARTMENT | PROGRAM | EXPENDITURE | BOND | CASH | OTHER | Grand Total |
| INFORMATION TECHNOLOGY | INFORMATION TECHNOLOGY | Educational IT Program | \$140,000 | | | \$140,000 |
| | | Library MLN Equipment | \$21,400 | | | \$21,400 |
| | | School Dept-Admin Micro Program | \$40,000 | | | \$40,000 |
| | | Software Upgrades & Standardization | \$30,000 | | | \$30,000 |
| | | Town-Microcomputer Program | \$60,000 | | | \$60,000 |
| | | Library -PC Vend Printing/Photocopier Project | \$9,250 | | | \$9,250 |
| | | Security System Consultant | | \$10,000 | | \$10,000 |
| | PHOTOCOPIER PROGRAM | Photocopier | | \$2,000 | | \$2,000 |
| INFORMATION TECHNOLOGY Total | | | \$300,650 | \$12,000 | | \$312,650 |
| LIBRARY | EQUIPMENT REPLACEMENT | HVAC Replacement | \$25,000 | | | \$25,000 |
| | | | | | | |
| | PHOTOCOPIER PROGRAM | Photocopier | | \$2,200 | | \$2,200 |
| | PUBLIC BUILDING MAINTENANCE | Slate Repairs | | \$6,000 | | \$6,000 |
| | | Carpet replacement | \$38,722 | | | \$38,722 |
| | | Energy Management System | \$20,000 | | | \$20,000 |
| | | HVAC Equipment Replacement | \$25,000 | | | \$25,000 |
| | | Basement Steps Repair | \$10,362 | | | \$10,362 |
| LIBRARY Total | | | \$119,084 | \$8,200 | | \$127,284 |
| PLANNING | PHOTOCOPIER PROGRAM | Photocopier/Equipment | | \$4,000 | | \$4,000 |
| PLANNING Total | | | | \$4,000 | | \$4,000 |
| PUBLIC WORKS ADMINISTRATION | DEPARTMENTAL PROJECT | Mall Lights | | \$18,000 | | \$18,000 |
| | | Traffic Light Update Program | | \$3,000 | | \$3,000 |
| | PHOTOCOPIER PROGRAM | Photocopier | | \$2,500 | | \$2,500 |
| PUBLIC WORKS ADMINISTRATION Total | | | | \$23,500 | | \$23,500 |



Capital Budget Fiscal Year 2009 (continued)

| | | | FUNDING SOURCE | | | |
|---|---------------------------------|-------------------------------------|----------------|-----------|-----------|-------------|
| DEPARTMENT | PROGRAM | EXPENDITURE | BOND | CASH | OTHER | Grand Total |
| PUBLIC WORKS CEMETERY DIVISION | INFRASTRUCTURE IM-PROVEMENT | Replacement of Fences | | | \$30,000 | \$30,000 |
| | MAJOR REPAIRS | Stones/ Tombs -Clean,restore,repair | | | \$10,000 | \$10,000 |
| PUBLIC WORKS CEMETERY DIVISION Total | | | | | \$40,000 | \$40,000 |
| PUBLIC WORKS ENGINEER-ING DIVISION | DEPARTMENTAL PROJECT | Roadway consultant services | | \$25,000 | | \$25,000 |
| | ROADS AND PATHS INFRA-STRUCTURE | Downing Square Improvements | | | \$300,000 | \$300,000 |
| PUBLIC WORKS ENGINEERING DIVISION Total | | | | \$25,000 | \$300,000 | \$325,000 |
| PUBLIC WORKS HIGHWAY DIVISION | EQUIPMENT REPLACEMENT | Sander Body | \$14,000 | | | \$14,000 |
| | | Snow Plow -(1 per yr.) | | \$10,000 | | \$10,000 |
| | | Vehicle lift | | \$15,000 | | \$15,000 |
| | ROADS AND PATHS INFRA-STRUCTURE | Chapter 90 Roadway | | | \$500,000 | \$500,000 |
| | | Roadway Reconstruction | | \$350,000 | | \$350,000 |
| | | Sidewalks and Curbstones | | \$100,000 | | \$100,000 |
| | | Brattle Street Culvert | \$250,000 | | | \$250,000 |
| | VEHICLE REPLACEMENT | 33,000 gvw dump truck | \$80,000 | | | \$80,000 |
| | | 4WD Truck w/Sander | \$120,000 | | | \$120,000 |
| PUBLIC WORKS HIGHWAY DIVISION Total | | | \$464,000 | \$475,000 | \$500,000 | \$1,439,000 |
| PUBLIC WORKS NATURAL RESOURCES DIVISION | EQUIPMENT REPLACEMENT | Small Equipment | | \$6,000 | | \$6,000 |
| | VEHICLE REPLACEMENT | 1Ton Dump Truck | \$49,000 | | | \$49,000 |
| PUBLIC WORKS NATURAL RESOURCES DIVISION Total | | | \$49,000 | \$6,000 | | \$55,000 |



Capital Budget Fiscal Year 2009 (continued)

| | | | FUNDING SOURCE | | | |
|-----------------------------------|-----------------------------|---|----------------|----------|-------------|-------------|
| DEPARTMENT | PROGRAM | EXPENDITURE | BOND | CASH | OTHER | Grand Total |
| PUBLIC WORKS PROPERTIES DIVISION | PUBLIC BUILDING MAINTENANCE | "D" Building roof | \$230,000 | | | \$230,000 |
| | | Fox Library - New Boiler | \$40,000 | | | \$40,000 |
| | | Fox Library - New Windows | \$5,000 | | | \$5,000 |
| | | Robbins House - Paint/ Ext Carpentry | \$30,000 | | | \$30,000 |
| | | Town Hall - Annex membrane & slate roof | \$55,000 | | | \$55,000 |
| | | Town Hall building heating distribution | | \$5,500 | | \$5,500 |
| | | D Building Exhaust System | \$105,000 | | | \$105,000 |
| | | PUBLIC WORKS PROPERTIES DIVISION Total | | | \$465,000 | \$5,500 |
| PUBLIC WORKS WATER/SEWER DIVISION | EQUIPMENT REPLACEMENT | Small Equipment | | | \$5,000 | \$5,000 |
| | | Trash pump 6" | | | \$15,000 | \$15,000 |
| | | | | | | |
| | INFRASTRUCTURE IMPROVEMENT | Sewer System Rehabilitation | | | \$950,000 | \$950,000 |
| | | Water System Rehabilitation | | | \$1,300,000 | \$1,300,000 |
| | | Hydrant replacement program | | | \$50,000 | \$50,000 |
| | | Lift Station upgrade | | | \$100,000 | \$100,000 |
| | | PUBLIC WORKS WATER/SEWER DIVISION Total | | | \$2,420,000 | |
| RECREATION | PARKS PLAYGROUNDS & FIELDS | Feasibility Study | | \$10,000 | | \$10,000 |
| | | Summer Street Playground | \$365,000 | | | \$365,000 |
| | | Thorndike Field parking expansion | \$95,000 | | | \$95,000 |
| | | RECREATION Total | | | \$460,000 | \$10,000 |



Capital Budget Fiscal Year 2009 (continued)

| | | | FUNDING SOURCE | | | |
|---------------------------|------------------------------|---|----------------|-----------|-------------|-------------|
| DEPARTMENT | PROGRAM | EXPENDITURE | BOND | CASH | OTHER | Grand Total |
| REDEVELOPMENT BOARD | INFRASTRUCTURE IM-PROVEMENT | Central Roof/Gutter Downspout/chimney | | | \$80,000 | \$80,000 |
| | | Gibbs Gutter/Roof/Downspout/Fascia repairs | \$233,000 | | | \$233,000 |
| | | Town Hall Library Garden Wall Repairs | | | \$176,300 | \$176,300 |
| REDEVELOPMENT BOARD Total | | | \$233,000 | | \$256,300 | \$489,300 |
| SCHOOLS | INFRASTRUCTURE IM-PROVEMENT | HV system - High School | \$30,000 | | | \$30,000 |
| | MAJOR REPAIRS | AHS domestic Hot Water Boiler | \$70,000 | | | \$70,000 |
| | PHOTOCOPIER PROGRAM | Photocopier Lease Program | | \$84,000 | | \$84,000 |
| | PUBLIC BUILDING MAIN-TENANCE | Stratton/High School Infrastructure Improve-ments | \$150,000 | | | \$150,000 |
| | | Thompson Infrastructure | \$120,000 | | | \$120,000 |
| SCHOOLS Total | | | \$370,000 | \$84,000 | | \$454,000 |
| TOWN MANAGER | PHOTOCOPIER PROGRAM | Photocopier | | \$5,000 | | \$5,000 |
| TOWN MANAGER Total | | | | \$5,000 | | \$5,000 |
| TREASURER | PHOTOCOPIER PROGRAM | Photocopier | | \$6,000 | | \$6,000 |
| TREASURER Total | | | | \$6,000 | | \$6,000 |
| Grand Total | | | \$3,875,734 | \$856,000 | \$3,516,300 | \$8,248,034 |



CAPITAL PLAN FY 2009—2013

| | | | FISCAL YEAR | | | | | | |
|--|------------------------------|--|-------------|-----------|-------------|-----------|-------------|--------------|-------------|
| DEPARTMENT | PROGRAM | EXPENDITURE | 2009 | 2010 | 2011 | 2012 | 2013 | Grand Total | |
| BOARD OF ASSESSORS | PHOTOCOPIER PROGRAM | Photocopier lease | \$5,000 | \$5,000 | \$5,000 | \$1,500 | | \$16,500 | |
| BOARD OF ASSES-SORS Total | | | \$5,000 | \$5,000 | \$5,000 | \$1,500 | | \$16,500 | |
| BOARD OF SELECTMEN | DEPARTMENTAL PROJECT | Records Retention Program | \$25,000 | | | | | \$25,000 | |
| | PHOTOCOPIER PROGRAM | Photocopier lease | \$6,000 | \$6,000 | \$3,000 | | | \$15,000 | |
| BOARD OF SELECT-MEN Total | | | \$6,000 | \$31,000 | \$3,000 | | | \$40,000 | |
| COMMUNITY SAFETY - FIRE SERVICES | DEPARTMENTAL PROJECT | Automatic Difibrillators | \$16,000 | | | | | \$16,000 | |
| | | Protective Gear Replacement | \$45,000 | | | | \$32,000 | \$77,000 | |
| | EQUIPMENT RE-PLACEMENT | Thermal Imaging Cameras | \$18,000 | | | | | \$18,000 | |
| | | Upgrade Radio System | \$125,000 | | | | | \$125,000 | |
| | | Furniture replacement Highland & Central | \$20,000 | | | | | \$20,000 | |
| | | Replace nozzles, hoses, tools | \$14,000 | | | | | | \$14,000 |
| | | Furniture replacement Fire prevention & Training offices | \$20,000 | | | | | \$20,000 | |
| | INFRASTRUC-TURE IMPROVE-MENT | Building Repairs | \$15,000 | | | | | | \$15,000 |
| | | Fire Station Plan - Central Station | \$370,000 | | | | | | \$370,000 |
| | | Fire Station - Highland | | | | | | \$3,200,000 | \$3,200,000 |
| | | Fire Station - Central | \$5,200,000 | | | | | \$5,200,000 | |
| | | Fire Station Plan - Highland | \$320,000 | | | | | \$320,000 | |
| | VEHICLE RE-PLACEMENT | Ambulance replacement | \$150,000 | | | | | \$150,000 | |
| | | Vehicle Replacement- Chief | \$40,000 | | | | | \$40,000 | |
| Fire prevention vehicle | | \$37,500 | | | | | \$37,500 | | |
| Replace 1 Engine (#3 or #4) | | \$425,000 | | | | | \$425,000 | | |
| Quint- replace ladder 2 & engine 3 | | \$925,000 | | | | | | \$925,000 | |
| COMMUNITY SAFETY - FIRE SERVICES Total | | | \$1,369,000 | \$312,500 | \$5,256,000 | \$783,000 | \$3,252,000 | \$10,972,500 | |



CAPITAL PLAN FY 2009—2013 (CONTINUED)

| DEPARTMENT | PROGRAM | EXPENDITURE | FISCAL YEAR | | | | | Grand Total |
|--|-----------------------------|--|------------------|------------------|--------------------|------------------|--------------------|--------------------|
| | | | 2009 | 2010 | 2011 | 2012 | 2013 | |
| COMMUNITY SAFETY - POLICE SERVICES | DEPARTMENTAL PROJECT | Laser Radar | \$3,500 | \$3,500 | \$3,500 | \$3,500 | \$3,500 | \$17,500 |
| | | Parking Ticket Trak Machines | \$13,800 | | | | | \$13,800 |
| | EQUIPMENT REPLACEMENT | Bullet Proof Vest Program | \$15,000 | \$15,000 | \$15,000 | \$15,000 | \$15,000 | \$75,000 |
| | PHOTOCOPIER PROGRAM | Photocopier | \$4,500 | \$4,500 | \$4,500 | \$4,500 | \$4,500 | \$22,500 |
| | PUBLIC BUILDING MAINTENANCE | C.S. Building Renovations -5 Year plan | | | \$933,403 | | \$1,034,150 | \$1,967,553 |
| | VEHICLE REPLACEMENT | Animal Control Van | | | \$30,000 | | | \$30,000 |
| | | Vehicle Replacement Program | \$130,000 | \$131,000 | \$133,000 | \$135,000 | \$137,000 | \$666,000 |
| | EQUIPMENT | Digital fingerprint imaging machine | | | | \$25,000 | | \$25,000 |
| COMMUNITY SAFETY - POLICE SERVICES Total | | | \$166,800 | \$154,000 | \$1,119,403 | \$183,000 | \$1,194,150 | \$2,817,353 |
| COMMUNITY SAFETY - SUPPORT SERVICES | VEHICLE REPLACEMENT | Pick-up Truck - Mechanics | | | | \$40,000 | | \$40,000 |
| COMMUNITY SAFETY - SUPPORT SERVICES Total | | | | | | \$40,000 | | \$40,000 |

**CAPITAL PLAN FY 2009 –2013 (CONTINUED)**

| | | | FISCAL YEAR | | | | | |
|--|----------------------------|---|------------------|------------------|------------------|------------------|------------------|--------------------|
| DEPARTMENT | PROGRAM | EXPENDITURE | 2009 | 2010 | 2011 | 2012 | 2013 | Grand Total |
| COUNCIL ON AGING TRANSPORTATION ENTERPRISE FUND | VEHICLE REPLACEMENT | Van Replacement Program | | \$10,000 | | | | \$10,000 |
| COUNCIL ON AGING TRANSPORTATION ENTERPRISE FUND Total | | | | \$10,000 | | | | \$10,000 |
| FINANCING | DEPARTMENTAL PROJECT | Cost of Financing | \$30,000 | | | | | \$30,000 |
| FINANCING Total | | | \$30,000 | | | | | \$30,000 |
| HEALTH & HUMAN SERVICES | INFRASTRUCTURE IMPROVEMENT | Refurbish office | \$30,000 | | | | | \$30,000 |
| | PHOTOCOPIER PROGRAM | Photocopier Lease - Council on Aging | | \$2,200 | \$2,200 | \$2,200 | \$900 | \$7,500 |
| | | Photocopier Lease - Robbins House | | \$2,200 | \$2,200 | \$2,200 | \$900 | \$7,500 |
| HEALTH & HUMAN SERVICES Total | | | \$30,000 | \$4,400 | \$4,400 | \$4,400 | \$1,800 | \$45,000 |
| INFORMATION TECHNOLOGY | INFORMATION TECHNOLOGY | Educational IT Program | \$140,000 | \$125,000 | \$125,000 | \$125,000 | \$125,000 | \$640,000 |
| | | Library MLN Equipment | \$21,400 | \$23,300 | \$20,300 | \$20,600 | \$19,100 | \$104,700 |
| | | School Dept-Admin Micro Program | \$40,000 | \$40,000 | \$40,000 | \$40,000 | \$40,000 | \$200,000 |
| | | Software Upgrades & Standardization | \$30,000 | \$30,000 | \$30,000 | \$30,000 | \$30,000 | \$150,000 |
| | | Town-Microcomputer Program | \$60,000 | \$60,000 | \$60,000 | \$60,000 | \$60,000 | \$300,000 |
| | | Replacement of Receivable Package | | | | | \$200,000 | \$200,000 |
| | | Cemetery - Mapping software | | | | \$75,000 | \$75,000 | \$150,000 |
| | | Fire - Telestaff scheduling software | | | \$30,900 | | | \$30,900 |
| | | Library -PC Vend Printing/Photocopier Project | \$9,250 | \$4,290 | \$4,000 | \$4,000 | \$5,000 | \$26,540 |
| | | Security System Consultant | \$10,000 | | | | | \$10,000 |
| INFORMATION TECHNOLOGY Total | | | \$312,650 | \$284,590 | \$310,950 | \$354,600 | \$554,100 | \$1,816,890 |
| INSPECTIONS | VEHICLE REPLACEMENT | Vehicle - Building/Plumbing/Wire Inspectors | | \$25,000 | | \$25,000 | | \$50,000 |
| INSPECTIONS Total | | | | \$25,000 | | \$25,000 | | \$50,000 |
| LEGAL/WORKERS' COMPENSATION | PHOTOCOPIER PROGRAM | Photocopier | | \$5,000 | \$5,000 | \$5,000 | \$3,000 | \$18,000 |
| LEGAL/WORKERS' COMPENSATION Total | | | | \$5,000 | \$5,000 | \$5,000 | \$3,000 | \$18,000 |



CAPITAL PLAN FY 2009 –2013 (CONTINUED)

| | | | FISCAL YEAR | | | | | | |
|-----------------|-----------------------------|---|-------------|-----------|----------|-----------|-----------|-------------|-----------|
| DEPARTMENT | PROGRAM | EXPENDITURE | 2009 | 2010 | 2011 | 2012 | 2013 | Grand Total | |
| LIBRARY | EQUIPMENT RE-PLACEMENT | HVAC Replacement | \$25,000 | | | | | \$25,000 | |
| | PHOTOCOPIER PRO-GRAM | Photocopier | \$2,200 | \$2,200 | \$2,200 | \$900 | | \$7,500 | |
| | PUBLIC BUILDING MAINTENANCE | Carpet replacement | \$38,722 | \$20,387 | | | | | \$59,109 |
| | | Slate Repairs | \$6,000 | | | | | | \$6,000 |
| | | Slate Replacement - Roof | | | | | \$300,000 | | \$300,000 |
| | | Repointing of 1892 Building | | \$150,000 | | | | | \$150,000 |
| | | Replacement of roof covering - membrane | | | | \$38,200 | | | \$38,200 |
| | | Smoke/Fire detection replacement | | | | \$20,530 | | | \$20,530 |
| | | Elevator repair/upgrade | | | | \$10,000 | | | \$10,000 |
| | | Exhaust fans | | | | \$4,927 | \$5,200 | \$5,200 | \$15,327 |
| | | Storm Window replacement | | | | | \$35,330 | | \$35,330 |
| | | Energy Management System | \$20,000 | | | | | | \$20,000 |
| | | HVAC Equipment Replacement | \$25,000 | | | | | | \$25,000 |
| | | Basement Steps Repair | \$10,362 | | | | | | \$10,362 |
| | | Roof Drainage | | | | | | \$3,200 | \$3,200 |
| | | Roof Repairs - 1990 Addition | | | | | | \$6,500 | \$6,500 |
| | | Repointing - 1990 Addition | | | | | | \$22,500 | \$22,500 |
| | | Windows- 1892 Building | | | | | | \$45,200 | \$45,200 |
| | | ROADS AND PATHS INFRASTRUCTURE | | | | | | | |
| | Parking Lot Paving | | | \$9,000 | | | | | \$9,000 |
| LIBRARY Total | | | \$127,284 | \$172,587 | \$75,857 | \$350,430 | \$82,600 | \$808,758 | |
| PERSONNEL | PHOTOCOPIER PRO-GRAM | Photocopier | | \$3,000 | \$3,000 | \$3,000 | \$1,500 | \$10,500 | |
| PERSONNEL Total | | | | \$3,000 | \$3,000 | \$3,000 | \$1,500 | \$10,500 | |
| PLANNING | PHOTOCOPIER PRO-GRAM | Photocopier/Equipment | \$4,000 | \$3,200 | \$3,200 | \$3,200 | \$2,400 | \$16,000 | |
| PLANNING Total | | | \$4,000 | \$3,200 | \$3,200 | \$3,200 | \$2,400 | \$16,000 | |



CAPITAL PLAN FY 2009 –2013 (CONTINUED)

| DEPARTMENT | PROGRAM | EXPENDITURE | FISCAL YEAR | | | | | Grand Total |
|--|--------------------------------|--------------------------------------|------------------|-----------------|-----------------|------------------|------------------|------------------|
| | | | 2009 | 2010 | 2011 | 2012 | 2013 | |
| PUBLIC WORKS ADMINISTRATION | DEPARTMENTAL PROJECT | Mall Lights | \$18,000 | \$18,000 | \$18,000 | \$18,000 | | \$72,000 |
| | | Traffic Light Update Program | \$3,000 | \$3,000 | \$4,000 | \$5,000 | \$6,000 | \$21,000 |
| | PHOTOCOPIER PROGRAM | Photocopier | \$2,500 | \$2,500 | \$2,500 | \$1,500 | | \$9,000 |
| PUBLIC WORKS ADMINISTRATION Total | | | \$23,500 | \$23,500 | \$24,500 | \$24,500 | \$6,000 | \$102,000 |
| PUBLIC WORKS CEMETERY DIVISION | INFRASTRUCTURE IMPROVEMENT | Replacement of Fences | \$30,000 | \$30,000 | \$30,000 | \$30,000 | | \$120,000 |
| | MAJOR REPAIRS | Stones/ Tombs -Clean,restore,repair | \$10,000 | \$10,000 | \$10,000 | | | \$30,000 |
| | PUBLIC BUILDING MAINTENANCE | Garage Renovation/ Rehab Chapel/HVAC | | | | \$250,000 | \$250,000 | \$500,000 |
| | ROADS AND PATHS INFRASTRUCTURE | Roadway Improvements | | | \$30,000 | | \$230,000 | \$260,000 |
| | VEHICLE REPLACEMENT | 1 ton Dump Truck | | | | | \$51,000 | \$51,000 |
| PUBLIC WORKS CEMETERY DIVISION Total | | | \$40,000 | \$40,000 | \$70,000 | \$280,000 | \$531,000 | \$961,000 |
| PUBLIC WORKS ENGINEERING DIVISION | DEPARTMENTAL PROJECT | Roadway consultant services | \$25,000 | | | \$25,000 | | \$50,000 |
| | PHOTOCOPIER PROGRAM | Copier upgrade | | | \$40,000 | | | \$40,000 |
| | ROADS AND PATHS INFRASTRUCTURE | Downing Square Improvements | \$300,000 | | | | | \$300,000 |
| | VEHICLE REPLACEMENT | Utility vehicle, 4 X 4 | | | \$27,000 | | | \$27,000 |
| PUBLIC WORKS ENGINEERING DIVISION Total | | | \$325,000 | | \$67,000 | \$25,000 | | \$417,000 |



CAPITAL PLAN FY 2009 –2013 (CONTINUED)

| | | | FISCAL YEAR | | | | | |
|---|---------------------------------|------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| DEPARTMENT | PROGRAM | EXPENDITURE | | | | | | |
| | | | 2009 | 2010 | 2011 | 2012 | 2013 | Grand Total |
| PUBLIC WORKS HIGHWAY DIVISION | EQUIPMENT RE-PLACEMENT | Sander Body | \$14,000 | \$15,000 | \$16,000 | \$17,000 | \$17,000 | \$79,000 |
| | | Snow Plow -(1 per yr.) | \$10,000 | | \$21,000 | \$11,000 | \$11,000 | \$53,000 |
| | | Vehicle lift | \$15,000 | | | | | \$15,000 |
| | | Durapatch machine | | | | \$130,000 | | \$130,000 |
| | ROADS AND PATHS INFRA-STRUCTURE | Chapter 90 Roadway | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$2,500,000 |
| | | Roadway Reconstruction | \$350,000 | \$350,000 | \$350,000 | \$350,000 | \$350,000 | \$1,750,000 |
| | | Sidewalks and Curbstones | \$100,000 | \$125,000 | \$150,000 | \$150,000 | \$150,000 | \$675,000 |
| | | Brattle Street Culvert | \$250,000 | | | | | \$250,000 |
| | VEHICLE RE-PLACEMENT | 1 ton Dump Truck | | | | | \$51,000 | \$51,000 |
| | | 33,000 gvw dump truck | \$80,000 | | \$85,000 | | | \$165,000 |
| | | 4WD Truck w/Sander | \$120,000 | | \$125,000 | | | \$245,000 |
| | | Street Sweeper | | | \$150,000 | | \$155,000 | \$305,000 |
| | | Truck w/welder unit, 350 amp | | \$35,000 | | | | \$35,000 |
| | | Utility Truck | | \$50,000 | | | | \$50,000 |
| | | Compressor Truck | | \$45,000 | | | | \$45,000 |
| | | 2 Pickups 4WD w/ plow | | | | \$90,000 | | \$90,000 |
| | | Loader | | | | | \$147,000 | \$147,000 |
| PUBLIC WORKS HIGHWAY DIVISION Total | | | \$1,439,000 | \$1,120,000 | \$1,397,000 | \$1,248,000 | \$1,381,000 | \$6,585,000 |
| PUBLIC WORKS NATURAL RESOURCES DIVISION | EQUIPMENT RE-PLACEMENT | Small Equipment | \$6,000 | \$6,000 | \$6,000 | \$6,000 | \$6,000 | \$30,000 |
| | | Stump Grinder | | | \$35,000 | | | \$35,000 |
| | VEHICLE RE-PLACEMENT | 1Ton Dump Truck | \$49,000 | | | \$50,000 | | \$99,000 |
| | | Pickup | | \$35,000 | | \$40,000 | | \$75,000 |
| PUBLIC WORKS NATURAL RESOURCES DIVISION Total | | | \$55,000 | \$41,000 | \$41,000 | \$96,000 | \$6,000 | \$239,000 |



CAPITAL PLAN FY 2009 –2013 (CONTINUED)

| | | | FISCAL YEAR | | | | | | |
|---|---|---|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| DEPARTMENT | PROGRAM | EXPENDITURE | | | | | | | |
| | | | 2009 | 2010 | 2011 | 2012 | 2013 | Grand Total | |
| PUBLIC WORKS PROPER-TIES DIVISION | INFRASTRUCTURE IM-PROVEMENT | High School Parking lot culvert | \$500,000 | | | | | \$500,000 | |
| | PUBLIC BUILDING MAIN-TENANCE | Fox Library - New Boiler | \$40,000 | | | | | \$40,000 | |
| | | Fox Library - New Windows | \$5,000 | | | | | \$5,000 | |
| | | Robbins House - Paint/ Ext Carpentry | \$30,000 | | | | | \$30,000 | |
| | | Town Hall - Annex membrane & slate roof | \$55,000 | | | | | \$55,000 | |
| | | "D" Building roof | \$230,000 | | | | | \$230,000 | |
| | | Town Hall - second boiler | | | | \$100,000 | | \$100,000 | |
| | | Town Hall building heating distribution | \$5,500 | | | | | \$5,500 | |
| | | Town Hall wood trim | | \$70,000 | | | | \$70,000 | |
| | | Grove Street Masonry repairs | | \$100,000 | | | | \$100,000 | |
| | | Buildings Rehab consultant Services | | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$100,000 | |
| | | D Building Exhaust System | \$105,000 | | | | | \$105,000 | |
| | ROADS AND PATHS IN-FRASTRUCTURE | | | | | | | | |
| | Town Hall parking lot | \$7,500 | | | | | \$7,500 | | |
| VEHICLE REPLACEMENT | | | | | | | | | |
| | 1 ton Dump Truck | \$51,000 | | | | | \$51,000 | | |
| PUBLIC WORKS PROPER-TIES DIVISION Total | | | \$470,500 | \$195,000 | \$532,500 | \$125,000 | \$76,000 | \$1,399,000 | |
| PUBLIC WORKS WATER/SEWER DIVISION | EQUIPMENT REPLACE-MENT | Small Equipment | \$5,000 | \$5,000 | \$5,000 | \$5,000 | \$5,000 | \$25,000 | |
| | | Trash pump 6" | \$15,000 | | | | | \$15,000 | |
| | INFRASTRUCTURE IM-PROVEMENT | Sewer System Rehabilitation | \$950,000 | \$950,000 | \$950,000 | \$950,000 | \$950,000 | \$4,750,000 | |
| | | Water System Rehabilitation | \$1,300,000 | \$1,300,000 | \$1,300,000 | \$1,300,000 | \$1,300,000 | \$6,500,000 | |
| | | Hydrant replacement program | \$50,000 | \$50,000 | \$50,000 | \$150,000 | \$100,000 | \$400,000 | |
| | | Lift Station upgrade | \$100,000 | \$50,000 | \$50,000 | \$50,000 | | \$250,000 | |
| | VEHICLE REPLACEMENT | Catch Basin Cleaner | \$250,000 | | | | | \$250,000 | |
| | | Utility Truck | \$50,000 | | | | | \$50,000 | |
| | | 33,000 GVW Truck | \$75,000 | | | | | \$75,000 | |
| | | Pickup | \$40,000 | | | | | \$40,000 | |
| | PUBLIC WORKS WATER/SEWER DIVISION Total | | | \$2,420,000 | \$2,430,000 | \$2,605,000 | \$2,545,000 | \$2,355,000 | \$12,355,000 |



CAPITAL PLAN FY 2009 –2013 (CONTINUED)

| DEPARTMENT | PROGRAM | EXPENDITURE | FISCAL YEAR | | | | | Grand Total |
|------------------------|--------------------------------------|---|-------------|-----------|-----------|-----------|-----------|-------------|
| | | | 2009 | 2010 | 2011 | 2012 | 2013 | |
| RECREATION | PARKS PLAY- GROUNDS & FIELDS | Feasibility Study | \$10,000 | \$10,000 | \$10,000 | \$10,000 | \$10,000 | \$50,000 |
| | | Summer Street Playground | \$365,000 | | | | | \$365,000 |
| | | Reservoir Beach | | | | | \$300,000 | \$300,000 |
| | | Spy Pond Tennis Courts | | | \$279,270 | | | \$279,270 |
| | | Florence Field and Playground | | | | | \$304,000 | \$304,000 |
| | | Wellington Park playground and tennis court | | \$531,082 | | | | \$531,082 |
| | | Summer Street Parking Expansion | | | | \$117,000 | | \$117,000 |
| | | Thorndike Field parking expansion | \$95,000 | | | | | \$95,000 |
| | | North Union | | | | \$151,940 | | \$151,940 |
| | | RECREATION Total | \$470,000 | \$541,082 | \$289,270 | \$278,940 | \$614,000 | \$2,193,292 |
| REDEVELOPMENT BOARD | EQUIPMENT RE- PLACEMENT | Central Boiler Replacement | | \$42,000 | | | | \$42,000 |
| | | | | | | | | |
| | INFRASTRUC- TURE IMPROVE- MENT | Central Mechanical Electrical Elevators | | | | | \$60,000 | \$60,000 |
| | | Central Roof/Gutter Downspout/chimney | \$80,000 | | \$50,000 | | | \$130,000 |
| | | Jefferson Cutter/Gutter Downspout/chimney | | | \$10,000 | | | \$10,000 |
| | | 23 Maple Roof/Gutter Downspout/chimney | | | \$40,000 | | | \$40,000 |
| | | 23 Maple Boiler/ AC replacement | | \$30,000 | | | | \$30,000 |
| | | Crosby Gutter/Roof/Downspout/Fascia repairs | | | \$130,000 | | | \$130,000 |
| | | Dallin Library Gutter/Roof/Downspout/Fascia repairs | | | | | \$10,000 | \$10,000 |
| | | Gibbs Exterior Site Improvements | | | | | \$60,000 | \$60,000 |
| | | Gibbs Gutter/Roof/Downspout/Fascia repairs | \$233,000 | | | | | \$233,000 |
| | | Gibbs Boiler replacement | | | | | \$250,000 | \$250,000 |
| | | Gibbs Mechanical/ Electrical/ Elevator | | | | | \$130,000 | \$130,000 |
| | | Gibbs Oil Tank Removal | | \$15,000 | | | | \$15,000 |
| | | Parmenter Gutter/Roof/Downspout/Fascia repairs | | | \$25,000 | | | \$25,000 |
| | | Parmenter Boiler replacement | | | \$47,500 | | | \$47,500 |
| | | Parmenter Oil Tank Removal | | | \$10,000 | | | \$10,000 |
| | | Town Hall Library Garden Wall Repairs | \$176,300 | \$200,000 | | | | \$376,300 |
| | | REDEVELOPMENT BOARD Total | \$489,300 | \$287,000 | \$312,500 | | \$510,000 | \$1,598,800 |



CAPITAL PLAN FY 2009 –2013 (CONTINUED)

| DEPARTMENT | PROGRAM | EXPENDITURE | FISCAL YEAR | | | | | Grand Total |
|----------------------|-----------------------------|--|------------------|------------------|------------------|------------------|------------------|--------------------|
| | | | 2009 | 2010 | 2011 | 2012 | 2013 | |
| SCHOOLS | EQUIPMENT REPLACEMENT | Chiller - Peirce School | | \$150,000 | | | | \$150,000 |
| | INFRASTRUCTURE IMPROVEMENT | HV system - High School | \$30,000 | | | | | \$30,000 |
| | | Lowe Auditorium Rugs and Chairs | | | | \$50,000 | | \$50,000 |
| | MAJOR REPAIRS | Asbestos Abatement - Remove Tiles | | | \$25,000 | | \$25,000 | \$50,000 |
| | | AHS Lowe Auditorium Bldg B Steps | | | | \$40,000 | | \$40,000 |
| | | AHS domestic Hot Water Boiler | \$70,000 | | | | | \$70,000 |
| | PHOTOCOPIER PROGRAM | Photocopier Lease Program | \$84,000 | \$84,000 | \$84,000 | \$84,000 | \$84,000 | \$420,000 |
| | PUBLIC BUILDING MAINTENANCE | Stratton/High School Infrastructure Improvements | \$150,000 | \$150,000 | \$150,000 | \$150,000 | \$150,000 | \$750,000 |
| | | Thompson Infrastructure | \$120,000 | \$120,000 | \$120,000 | \$120,000 | \$120,000 | \$600,000 |
| | STUDENT TRANSPORTATION | Bus -20 Passenger | | | \$47,000 | | | \$47,000 |
| | | Bus - 35 & 8 Passenger | | \$112,000 | | | | \$112,000 |
| | | SPED transportation | | \$50,000 | | | | \$50,000 |
| | VEHICLE REPLACEMENT | Maintenance Dept. Van | | \$26,000 | | | | \$26,000 |
| SCHOOLS Total | | | \$454,000 | \$692,000 | \$426,000 | \$444,000 | \$379,000 | \$2,395,000 |



CAPITAL PLAN FY 2009 –2013 (CONTINUED)

| | | | FISCAL YEAR | | | | | |
|--|----------------------------|--------------------|--------------------|--------------------|---------------------|--------------------|---------------------|---------------------|
| DEPARTMENT | PROGRAM | EXPENDITURE | 2009 | 2010 | 2011 | 2012 | 2013 | Grand Total |
| TOWN MANAGER | PHOTOCOPIER PROGRAM | Photocopier | \$5,000 | \$5,000 | \$3,000 | | \$5,000 | \$18,000 |
| TOWN MANAGER Total | | | \$5,000 | \$5,000 | \$3,000 | | \$5,000 | \$18,000 |
| TREASURER | PHOTOCOPIER PROGRAM | Photocopier | \$6,000 | \$6,000 | | | | \$12,000 |
| TREASURER Total | | | \$6,000 | \$6,000 | | | | \$12,000 |
| VETERANS' MEMORIAL RINK ENTERPRISE FUND | INFRASTRUCTURE IMPROVEMENT | Rink Renovations | | \$1,200,000 | \$400,000 | | | \$1,600,000 |
| VETERANS' MEMORIAL RINK ENTERPRISE FUND Total | | | | \$1,200,000 | \$400,000 | | | \$1,600,000 |
| Grand Total | | | \$8,248,034 | \$7,590,859 | \$12,953,580 | \$6,819,570 | \$10,954,550 | \$46,566,593 |
| | | | | | | | | |
| | | Sum of AMOUNT | FISCAL YEAR | | | | | |
| | | FUNDING SOURCE | 2009 | 2010 | 2011 | 2012 | 2013 | Grand Total |
| | | BOND | \$3,875,734 | \$2,231,059 | \$8,335,103 | \$2,762,870 | \$6,837,650 | \$24,042,416 |
| | | CASH | \$856,000 | \$907,800 | \$943,477 | \$906,700 | \$845,900 | \$4,459,877 |
| | | OTHER | \$3,516,300 | \$4,452,000 | \$3,675,000 | \$3,150,000 | \$3,271,000 | \$18,064,300 |
| | | Grand Total | \$8,248,034 | \$7,590,859 | \$12,953,580 | \$6,819,570 | \$10,954,550 | \$46,566,593 |